# REFEREE’S REVIEW

<table>
<thead>
<tr>
<th>Program:</th>
<th>Master in Management Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student:</td>
<td>Anna Pushkova</td>
</tr>
<tr>
<td>Title of thesis:</td>
<td>FACTORS AFFECTING WIN-WIN CROSS-BUSINESS PARTNERSHIPS FOR ACHIEVING SUSTAINABLE DEVELOPMENT GOALS: EVIDENCE FROM FMCG COMPANIES IN RUSSIA</td>
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</tbody>
</table>

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis’ topic, aim and objectives. | V 5 | 4 | 3 | 2 |

Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis’ structural parts, i.e. theoretical and empirical parts. | V 5 | 4 | 3 | 2 |

Quality of analytical approach and quality of offered solution to the research objectives. Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives. | 5 | V 4 | 3 | 2 |

Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references. | 5 | V 4 | 3 | 2 |

Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives. | 5 | V 4 | 3 | 2 |

Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results. | 5 | V 4 | 3 | 2 |

Quality of thesis layout. Layout fulfills the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references. | V 5 | 4 | 3 | 2 |

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

Please, elaborate on the above mentioned criteria (we kindly ask you to provide your comments structured as strengths and weaknesses, maximum 5 for each, unless more points are crucial to justify the grade).

Good points: actual and relevant problematic, practical value and applicability, strong ability to formulate and convey the research problem.

Place for improvement: relevant statistics, as is analysis of current sustainability development in Russia, factor analysis to support proven solutions win-win cross-business partnership.

Master thesis of (name of a student) meets the requirements of the Master in Management Program, and according to the reviewer’s opinion deserves a/an “(B) good” grade, thus the author can be given the desired degree.

Date 02.06.2018

Referee: (academic title, name) Daria Lozinskaya, Coworker relations manager, IKEA Russia